
**State of Washington
Department of Social and Health Services**

**Human Resource
Management Report**



7/1/07 – 6/30/08

October 2008

Managers' Logic Model for Workforce Management



Standard Performance Measures

Plan & Align Workforce

- Percent supervisors with current performance expectations for workforce management
- Management profile
- Workforce planning measure (TBD)
- Percent employees with current position/competencies descriptions

Hire Workforce

- Time-to-fill funded vacancies
- Candidate quality
- Hiring Balance (Proportion of appointment types)
- Separation during review period

Deploy Workforce

- Percent employees with current performance expectations
- Employee survey ratings on “productive workplace” questions
- Overtime usage
- Sick leave usage
- Non-disciplinary grievances/appeals filed and disposition (outcomes)
- Worker safety

Develop Workforce

- Percent employees with current individual development plans
- Employee survey ratings on “learning & development” questions
- Competency gap analysis (TBD)

Reinforce Performance

- Percent employees with current performance evaluations
- Employee survey ratings on “performance & accountability” questions
- Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)
- Reward and recognition practices (TBD)

Ultimate Outcomes

- Employee survey ratings on “commitment” questions
- Turnover rates and types
- Turnover rate: key occupational categories
- Workforce diversity profile
- Retention measure (TBD)

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Workforce Management Expectations

Percent supervisors with current performance expectations for workforce management = 100%*

*Based on 2,354 of 2,354 reported number of supervisors

Analysis:

- The total number of supervisors includes all supervisors from first line supervisors to appointing authorities coded in HRMS as a supervisor.
- From July 1, 2007 through June 30, 2008, the Secretary's memo regarding Workforce Management Expectations was shared in the following training activities:
 - ✓ Management Orientation on-line (78 participants)
 - ✓ Basics of Supervision (268 participants)
 - ✓ Harassment Prevention for Supervisors (326 participants)
 - ✓ New Employee Orientation Phase I (1,833 participants)
 - ✓ New Employee Orientation Phase II (640 participants)

Action Steps:

- The Secretary's Workforce memo will continue to be incorporated in any supervisory or management training developed and/or presented.
- The Secretary's Workforce memo will continue to be included on the DSHS Employee Annual Review Checklist and the New Employee Checklist.

Department of Social and Health Services

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Management Profile

WMS Employees Headcount = 1,436

Percent of agency workforce that is WMS = 7.2%

Managers* Headcount = 1,703

Percent of agency workforce that are Managers* = 8.5%

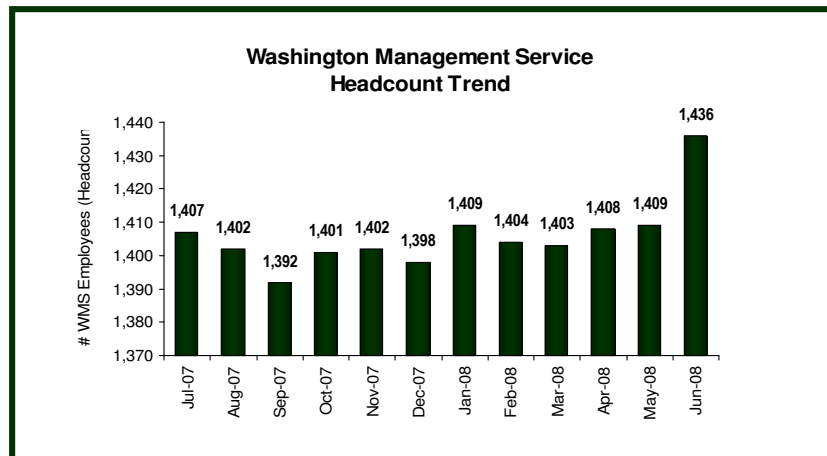
Number of Employees = 19,933

* Positions coded as "Manager" include EMS, WMS, and WGS

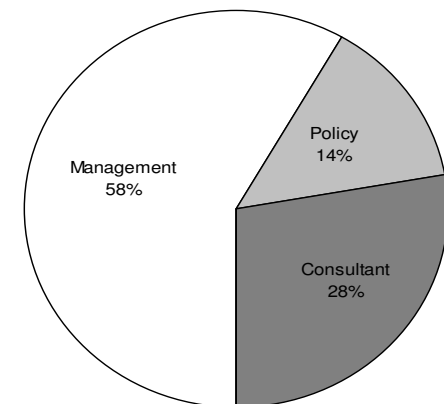
<u>WMS Classification</u>	
Management	838
Consultant	399
Policy	199
<hr/>	
TOTAL	1,436

<u>All Classifications*</u>	
Management	1,703
Consultant	399
Policy	199
<hr/>	
TOTAL	2,301

* All classifications include EMS, WMS, and WGS



* The Headcount Trend Chart is based upon headcount, not positions, and includes multi-fills and acting employees.



Data as of June 30, 2008
Source: HRMS Business Intelligence

Management Profile

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Analysis:

- The WMS baseline set by DOP for DSHS (July 2007) is 7.7% of the total workforce.
 - As of June 30, 2008, DSHS was 0.5% below baseline.
- During the period of July 1, 2007 through June 30, 2008, the total management headcount fluctuated from 1,392 in September 2007 to 1,436 in June 2008.
 - The transition of 53 positions from WMS to WGS contributed to the temporary drop in WMS positions.
 - The increase in the WMS employee count was due to the appointment of 14 project employees to work on the implementation of the ProviderOne payment processing system and 30 new WMS positions added through the budget process.
- DSHS ended the twelve month reporting period with an increase of four WMS employees (1,436 employees up from 1,432 on June 30, 2007) for a percentage increase of 0.1%.
 - During this twelve month reporting period, new WMS positions were established to reduce 62 staff in multi-filled positions as required by the Deputy Secretary in a memo dated August 28, 2007.
- Also during this twelve month reporting period, 735 WMS positions were reviewed by the DSHS WMS Banding Committee for compliance with the agency's strategic plan.

Action Steps:

- On August 28, 2007, the DSHS Deputy Secretary provided guidelines for establishing new WMS positions. As administrations submit requests for new positions, a Human Resources Division facilitator reviews their submittals for compliance with these guidelines.
- As indicated in the agency's strategic plan, the DSHS Banding Committee began the WMS compliance review in March 2007 and will continue the review of all existing WMS positions to confirm each position meets the criteria for WMS and the appropriateness of the position's band. The review of the approximately 300 remaining positions is anticipated to be completed by December 30, 2008.
- HRD will continue to prepare and distribute monthly WMS updates to the Secretary and Executive Leadership Team to monitor and document compliance with DOP's established baseline of 7.7%.

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Current Position/Competency Descriptions

Percent employees with current position/competency descriptions = 85.7%*

*Based on a total of 19,933 WMS and WGS employees. There are 17,084 employees who have PDF's recorded and entered into HRMS.

Analysis:

- The percentage reported includes all reported data through June 30, 2008.
- The previously reported percentage of 97.4% (October 2007 GMAP) was 11.7% higher than this report. The decrease is likely due to a change in data source. The October 2007 GMAP report was based upon the one-time survey of information from the DSHS administrations. The current data is based on HRMS.
- In December 2007, HRD entered PDF data into HRMS, based upon reports from administrations.
- Beginning January 15, 2008, the remaining reporting period was based upon receipt of updated PDF's for review by the HRD Classification and Compensation Unit (CCU). The PDF data was then entered into HRMS by CCU.
- HRD staff completed several activities to improve this measure:
 - Updated the PDF to more easily identify tasks, essential functions, and required competencies.
 - In the month of June 2008, provided statewide training to 248 managers and supervisors on successful completion and processing of the PDF.

Action Steps:

- HRD will continue to offer PDF training to interested DSHS managers and supervisors across the state.
- Managers and supervisors will update PDFs using the new form as duties or required competencies change.

Time-to-fill / Candidate Quality

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-fill Funded Vacancies

Average number of days to fill*: **66.3**

Number of vacancies filled: 1,636

* During the first six months of the reporting period, the "Time to Fill" calculation was based on the number of days from creation of the requisition to the effective date of the appointment. During the second six months of the reporting period, the "Time to Fill" calculation was based on the number of days from the supervisor's requested time-to-hire to job-offer-acceptance. This new definition was adopted by DOP in February 2008. All agencies are required to use this new definition.

-Data was self-reported by the administrations.

-For this measure, DSHS used internal process information rather than the DOP provided reports due to difficulties in generating reports.

-Time Period: 07/01/2007 – 06/30/2008

Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

Number = 5,910 Percentage = 32.7%

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating "yes":

Number = 1,031 Percentage = 99.4%

Hiring managers indicating "no":

Number = 6 Percentage = 0.6%

Time Period: 07/2007 – 06/2008

Department of Social and Health Services

Time-to-fill / Candidate Quality

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Analysis:

- 1,636 vacancies have been filled during this 12 month reporting period, compared to 789 for the period of 7/1/06 to 6/30/07.
 - In the first half of this reporting period (July 1, 2007 to December 30, 2007), 809 vacancies were filled with an average 69.7 number of days to fill. The data reflects the number of days from the creation of the requisition to the effective date of the appointment.
 - In the second half of this reporting period (January 1, 2008 to June 30, 2008), 827 vacancies were filled with an average of 62.8 number of days to fill. The data reflects the number of days from the supervisor's requested time-to-hire to the job-offer-acceptance.
- In 2007-08, the E-Recruiting system was down for approximately 32 days. During this time, the E-Recruiting system was unavailable and no requisitions or certifications could be processed, and hires could not be reported. This delay led to an increase in the time-to-fill data. Even with that increase, DSHS has been able to decrease its time-to-fill.
- DSHS has 145 Recruiter Coordinators throughout all administrations. Training of the Recruiter Coordinators is on-going due to turn-over. Recruiter Coordinators vary in experience and expertise which impacts the results in reporting the time-to-fill.
- During the 12 month reporting period, DSHS generated 2,216 requisitions. As of June 30, 2008, 1,636 vacancies were filled. The existing 580 requisitions are either still in the recruitment process or have been cancelled.
- On July 9, 2007, DSHS implemented the Employment History Form (EHF) to assist DSHS employees in entering their profile into careers.wa.gov. During this period, 464 profiles were created using EHF.
- 9000+ DSHS employees have not accessed Employee Self Service to enter a valid e-mail address. This results in the inability of hiring managers to communicate with potential applicants who have entered their profiles in E-Recruiting, but who have not applied to a specific requisition.
- On October 16, 2007, DSHS appointed a new manager with expertise in recruiting for minorities and hard-to-fill positions.

Action Steps:

- HRD will continue to chair the monthly Recruitment Committee meetings which includes a representative from each DSHS administration and/or division.
- HRD will continue to sponsor Recruiter Coordinator conference calls, anticipating approximately 75 participants in each call.
- HRD Career Recruitment Services Unit will continue to assist administrations and Recruiter Coordinators creating requisitions and certified lists. HRD will provide training for new recruiters.
- Upon request, HRD staff will continue to provide job seeker labs and individual assistance to DSHS employees for:
 - creation and submittal of their profiles;
 - creation of passwords for employees to access careers.wa.gov.
- HRD will continue to post job announcements to the DSHS employment web page. Pages are updated on a daily basis.
- HRD is collaborating with administrations to resolve the issue of missing e-mail addresses for employees in Employee Self Service. The DSHS Recruitment Committee members will share the appropriate information and action steps with their administration. The need and importance of e-mail addresses will be communicated to employees.
- For the next reporting period, HRD will use the DOP E-Recruiting reports to analyze and evaluate candidate quality and time-to-fill.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

Candidate quality

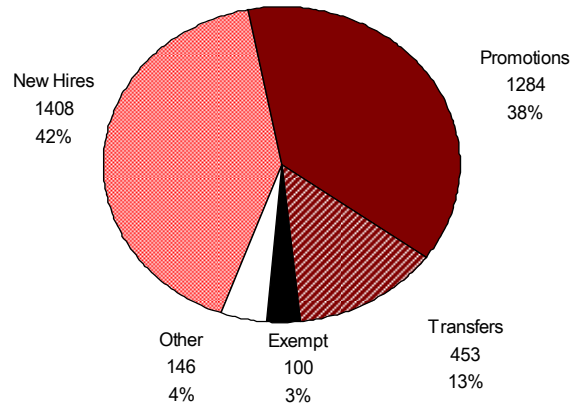
Hiring Balance
(proportion of appointment types)

Separation during review period

Department of Social and Health Services

Hiring Balance / Separations During Review Period

Types of Appointments



Total number of appointments = 3,391

Time period = 07/2007 through 06/2008

Includes appointments to permanent vacant positions only; excludes reassignments

"Other" = Demotions, re-employment, reversion & layoff appointments

Separation During Review Period

Probationary separations - Voluntary 104

Probationary separations - Involuntary 46

Total Probationary Separations 150

Trial Service separations - Voluntary 64

Trial Service separations - Involuntary 6

Total Trial Service Separations 70

Total Separations During Review Period 220

Time period = 07/2007 through 06/2008

Analysis and
Action Steps see
next page

Calendar Year/Month	New Hires	Promotions	Transfers	Exempt	Other	Total Appointments
07/2007	77	89	25	10	9	210
08/2007	93	100	32	10	13	248
09/2007	139	110	34	15	15	313
10/2007	110	117	42	6	17	292
11/2007	105	110	48	8	8	279
12/2007	96	105	42	4	8	255
01/2008	119	125	26	6	14	290
02/2008	143	117	39	7	14	320
03/2008	152	95	34	10	17	308
04/2008	139	97	50	5	10	301
05/2008	115	102	38	8	10	273
06/2008	120	117	43	11	11	302
Totals	1,408	1,284	453	100	146	3,391

Data as of June 30, 2008

Source: HRMS Business Intelligence

Department of Social and Health Services

Hiring Balance / Separations During Review Period

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

Candidate quality

**Hiring Balance
(proportion of
appointment types)**

**Separation during review
period**

Analysis:

- The total number of appointments from July 1, 2007 through June 30, 2008 was 3,391. This is an increase of 2,122 appointments (167%) from the October 2007 GMAP total of 1,269.
- 8% of staff hired into probationary and trial service appointments separated prior to achieving permanent status. This is a decrease of 7% from the October 2007 GMAP.
- The DOP query does not include the WMS new hire appointments. DSHS places new hire WMS permanent appointments into a trial service period of 12 months rather than a probationary appointment.

Action Steps:

- DSHS will continue recruiting efforts using careers.wa.gov to increase effectiveness in hiring employees. The Employment History Form will continue to be used to assist employees and outside job seekers.
- The HRD web page will continue to be used to facilitate intra-agency communication about recruiting activities. The web page will be enhanced to include recruitment activities, minutes from the Recruitment Committee meetings, and minutes from the Recruiter Coordinator conference calls.
- The HRD Recruiters and the Executive Outreach Manager from the Diversity Affairs Office will work closely with the administrations, colleges, job fairs, and affiliations to target potential minority candidates and candidates for hard-to-fill positions as part of the DSHS Strategic Plan.
- HRD will take necessary steps to change the coding of the WMS new hire permanent appointments to a 12 month probationary appointment rather than a 12 month trial service period, so that the statistics accurately reflect DSHS appointments.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Current Performance Expectations

Percent employees with current performance expectations = 56.5%*

*Based on 9,391 of 16,624 employees that had expectations due during the period of July 1, 2007 through June 30, 2008.

Applies to employees in permanent WMS and WGS positions.

Analysis:

- This measure shows completion of Phase 1 of the Performance Development Plan (PDP).
- The previously reported percentage of 71.1% (October 2007 GMAP) was 14.6% higher than this report. The decrease is partially due to a change in data source. The October 2007 GMAP report was based upon the one-time survey of information from the DSHS administrations. HRD has changed the reporting process so that each administration submits monthly data to HRD for input into HRMS.
- It is believed the actual percentage is higher for this measure but may not be reflected because administrations may not be reporting all PDP data to HRD for input into HRMS.
- HRD conducted statewide training for managers and supervisors on successful completion and processing of the PDP.
- The following factors interfere with completion of performance evaluations:
 - ✓ Vacations, extended sick leave, resignations, transfers, promotions of staff and supervisors.
 - ✓ Staff movement within institutions.
 - ✓ Lack of participation in PDP training by supervisors.
 - ✓ Other assignments considered to have a higher priority.

Action Steps:

- In the month of November, HRD will send a reminder memo to the administrations regarding the monthly submittal of PDP data to HRD for input into HRMS.
- A reminder of the necessity of administrations to submit monthly PDP data to HRD for input into HRMS will be a regular agenda item at the HR Advisory Committee meetings.
- DSHS will continue to offer PDP training for managers and supervisors which will include:
 - ✓ The importance of identifying performance expectations for new and current employees.
 - ✓ The purpose of expectations and how to write and communicate them.
 - ✓ Setting and adjusting timeframes to meet leave, turnover, and internal staff movement.
- Managers and supervisors are expected to identify performance expectations within each administration's established timeframe for all permanent employees upon hire.

Data as of June 30, 2008

Source: Internal Process and Survey

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

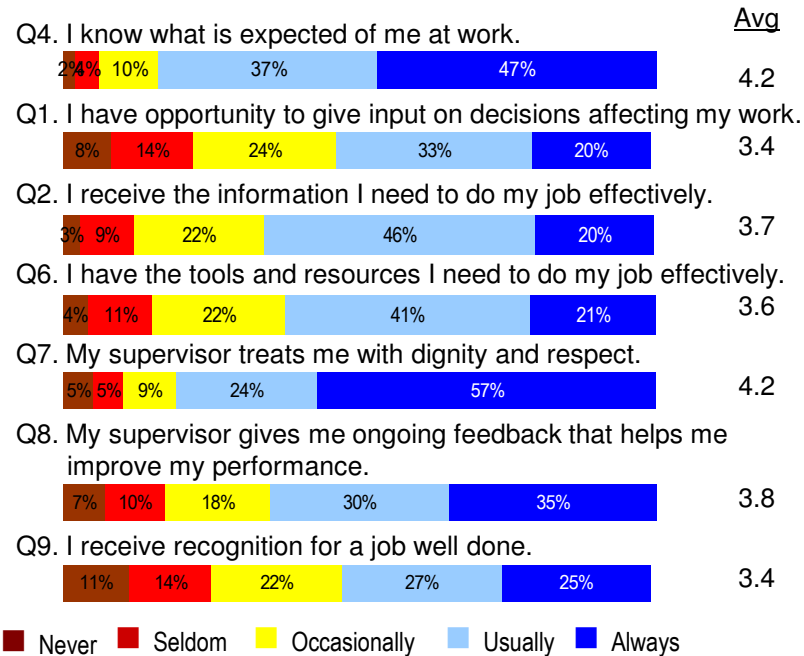
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Department of Social and Health Services Employee Survey "Productive Workplace" Ratings



Overall average score for Productive Workplace Ratings: 3.8

Footnotes:

- DSHS Employee Survey: November 2007
- Number of Respondents: 73% Response Rate – based on FTEs
- All DSHS Employees – Unweighted
- Some questions may not total 100%, because the percentages do not include the percent of those who did not respond to the question.
- In addition to multiple choice questions, DSHS also offered two open-ended questions for employees to answer.
- The percentages used in the analysis are based on the number of "Always" and "Usually" responses.
- Source of Analysis: Statistical report provided by RDA.

Data as of June 30, 2008
Source: DSHS Employee Survey: November 2007

Analysis:

- On January 28, 2008, Governor Gregoire recognized DSHS as one of the 12 agencies that had a statistically significant increase in overall score when compared to the 2006 survey.

Action Steps:

- Each January, the Secretary will send a memo to staff reinforcing the agency's commitment to formally recognize employees' contributions.
- In March 2008, the administrations submitted their Employee Survey Action Plan to the Secretary for review. In the month of November, each administration will provide the Secretary a report on the progress of their action plan.
- Training will continue to be provided to supervisors on the PDP process. Emphasis will be placed on daily two-way communication between employees and supervisors.

Department of Social and Health Services

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

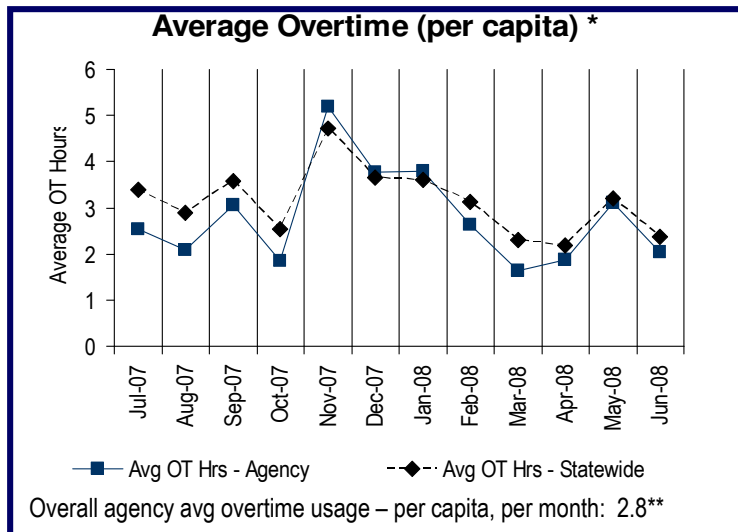
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

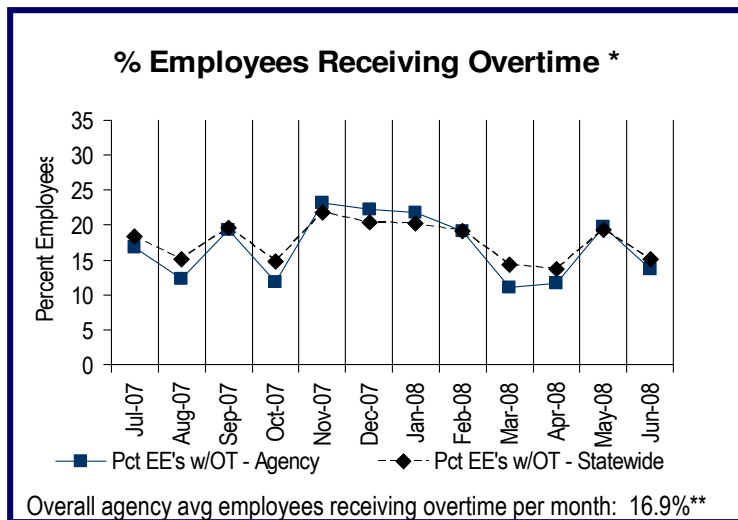
Worker safety

Overtime Usage



*Statewide overtime values do not include DNR

**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages divided by number of months



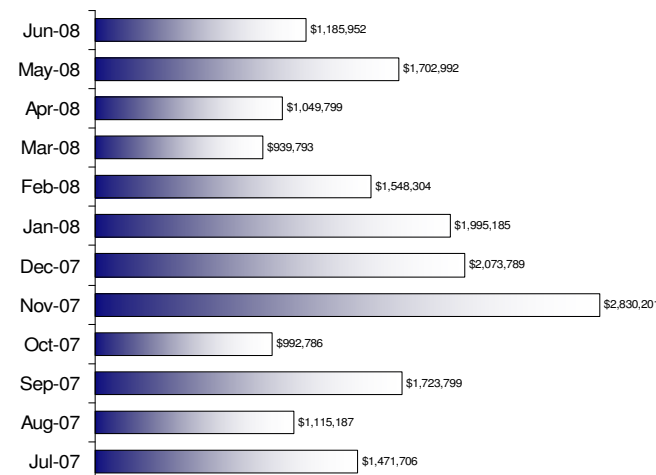
*Statewide overtime values do not include DNR

**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages divided by number of months

Data as of June 30, 2008

Source: HRMS Business Intelligence

Overtime Cost - Agency



Analysis and Action
Steps see next
page

Overtime Usage

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Analysis:

- The statistics are based upon 11,026 permanent overtime eligible staff.
- Average DSHS overtime usage increased 0.3 hours between July 1, 2007 and June 30, 2008, from 2.5 hours per employee per month to 2.8.
 - The DSHS average is still 0.33 hours below the state average of 3.13.
- The percent of DSHS employees receiving overtime increased 1.4%, from 15.5% to 16.9% of eligible employees.
 - The DSHS percentage is still 0.8% below the state-wide average of 17.65%.
- 85.4% of DSHS overtime (OT) costs are driven by 24/7 operations.
- The Collective Bargaining Agreements require overtime eligible shift employees who work beyond their scheduled shift receive overtime for any hours worked over their shift. DSHS has approximately 2,315 positions who are shift OT eligible workers.
- Vacancies and absences due to annual leave, sick leave, and training within institutions also contributes to OT. Both permanent and on-call employees fill in for those who are absent.
- Serving high risk clients requiring 1:1 observation contributes to OT in 24/7 operations. Also, OT may be required for staff responding to situations that jeopardize client health or safety.

Action Steps:

- DSHS programs will continue to monitor overtime at all levels.
- DSHS managers will continue to review staffing models/schedules to ensure proper staffing.
- HRD recruiters will work with appointing authorities to give recruiting priority to those OT eligible shift positions in 24/7 operations.

Department of Social and Health Services

Sick Leave Usage

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

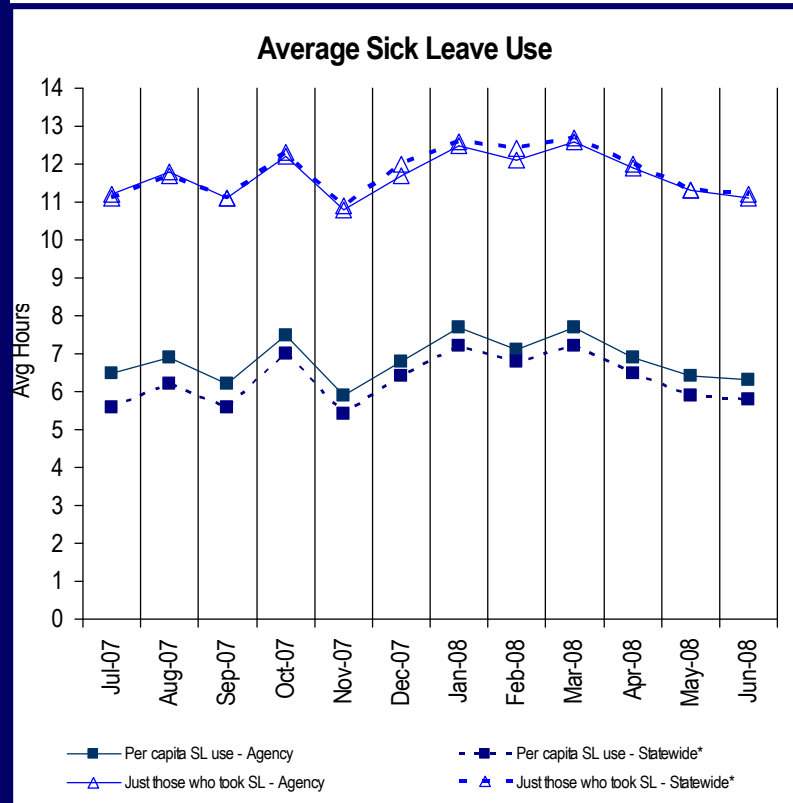
Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety



Analysis:

- In July 2007, the Secretary sent out a memo indicating DSHS would strive to meet the statewide sick leave usage goal. Average sick leave usage with DSHS (11.7 hours) is below the statewide average of 11.8 hours.
- Average sick leave use dropped 0.1 hours per capita month between July 1, 2007 and June 30, 2008.

Action Steps:

- DSHS will continue to monitor sick leave use and assess sick leave patterns to plan for staff shortages or overtime needs.

Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used (per capita) - Agency	% of SL Hrs Earned (per capita) - Agency	Avg Hrs SL Used (per capita) - Statewide*	% of SL Hrs Earned (per capita) - Statewide*
6.8 Hrs	88.6%	6.3 Hrs	81.3%

Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used (those who took SL) - Agency	% SL Hrs Earned (those who took SL) - Agency	Avg Hrs SL Used (those who took SL) - Statewide*	% SL Hrs Earned (those who took SL) - Statewide*
11.7 Hrs	146.1%	11.8 Hrs	147.3%

* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: 07/2007 through 06/2008

Source: DOP Provided data from HRMS

Department of Social and Health Services

Deploy Workforce

Outcomes:

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Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

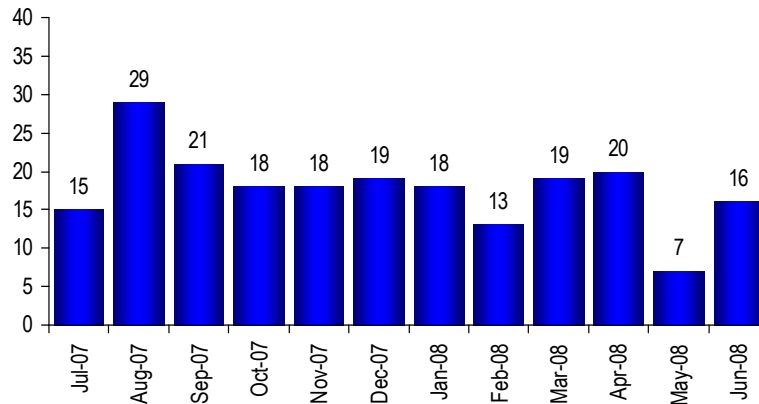
Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Non-Disciplinary Grievances (represented employees)

Number of Non-Disciplinary Grievances Filed



Total Non-Disciplinary Grievances = 213

*The number of grievances filed (shown top of page) and the outcomes determined during this time period do not directly align. There is a time lag between filing date and when a decision is rendered.

Non-Disciplinary Grievance Disposition*

(Outcomes determined during 07/2007 through 06/2008)

- 12 Incorporated with another grievance
- 36 Pending
- 68 Settled
- 98 Withdrawn
- 214 Total

Top 5 Non-Disciplinary Grievance Types (i.e., Compensation, Overtime, Leave, etc)

Grievance Type	# Grievances
1. Non-Discrimination	43
2. Compensation	22
3. Hiring & Performance	22
4. Performance Evaluation	18
5. Hours of Work	17

Analysis and Action
Steps see next
page

Data as of June 30, 2008
Source: Internal Reporting

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Non-Disciplinary Grievances (represented employees)

Analysis:

- Due to the unions preparing for and participating in negotiations of the 2009-2011 Collective Bargaining Agreements (CBA's), there was a drop in non-disciplinary grievances filed in February 2008 and May 2008.
- New CBA's were implemented on July 1, 2007. Typically, there has been an increase in non-disciplinary grievances filed the month after a new CBA is implemented, explaining the increase in August 2007.
- During this 12 month reporting period, a non-disciplinary grievance was active for an average of 78 days. 178 non-disciplinary grievances were closed during this 12 month reporting period. They were resolved at:

▪ Step 1	101
▪ Step 2	55
▪ Grievance Resolution Panel	12
▪ Pre-Arbitration Meeting	9
▪ Arbitration	1

Action Steps:

- Increase communications and trainings with HR and appointing authorities regarding areas of concerns, CBA's, and communication with the unions.
- Continue tracking the trends and patterns of grievances.
- Continue advancing our relationship and communication with the unions.

Department of Social and Health Services

Non-Disciplinary Appeals (mostly non-represented employees)

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations
Employee survey ratings on "productive workplace" questions

Overtime usage
Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Filings for DOP Director's Review

Time Period = 07/2007 through 06/2008

- 25 Job classification
- 2 Rule violation
- 0 Name removal from register
- 0 Rejection of job application
- 1 Remedial action

28 Total filings

Filings with Personnel Resources Board

Time Period = 07/2007 through 06/2008

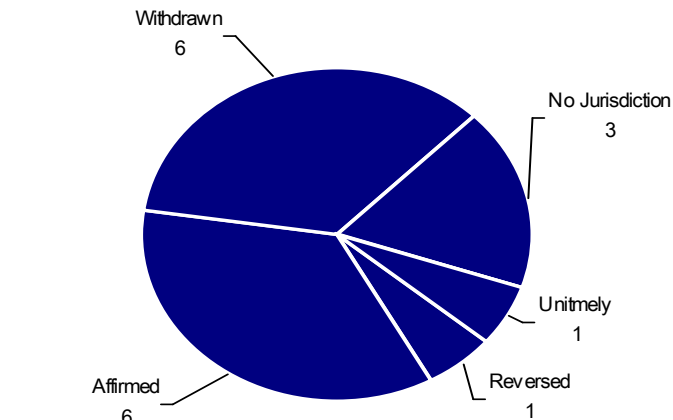
- 3 Job classification
- 0 Other exceptions to Director Review
- 0 Layoff
- 0 Disability separation
- 0 Non-disciplinary separation

3 Total filings

Non-Disciplinary appeals only are shown above.

There is not a one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Director's Review Outcomes

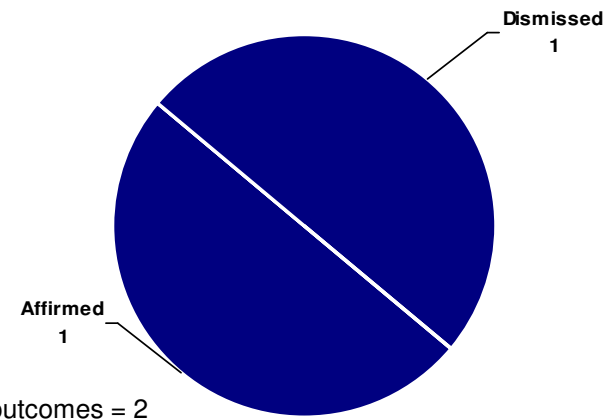


Total outcomes = 17

Time Period = 07/2007 through 06/2008

Source: Dept of Personnel

PRB/PAB Outcomes



Total outcomes = 2

Time Period = 07/2007 through 06/2008

Department of Social and Health Services

Non-Disciplinary Appeals (mostly non-represented employees)

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Analysis:

- DSHS received seventeen (17) outcomes during this time period. The agency was upheld in all but one case. In this case, DSHS has appealed the DOP decision to the Personnel Resources Board (PRB). There are two (2) appeals pending a PRB hearing date yet to be established.
- The establishment of a centralized classification process in January 2007 has resulted in a consistent application of the class specifications throughout DSHS and has reduced the number of appeals filed by employees.
- A new Position Description Form (PDF) was implemented on July 1, 2008 to improve the quality of the DSHS position classification process.
- HRD Managers and Consultants received training on the use of the new PDF and are now providing training to program supervisors and managers.
- There continues to be an increase in the quality of PDF's received from all Administrations.

Action Steps:

- Training on the new PDF will continue to be provided to supervisors and managers to improve their understanding of the classification process and to improve the quality of the PDF's submitted.

Deploy Workforce

Outcomes

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations
Employee survey ratings on 'productive workplace' questions
Overtime usage
Sick leave usage
Non-disciplinary grievances/appeals filed and disposition outcomes

Worker Safety

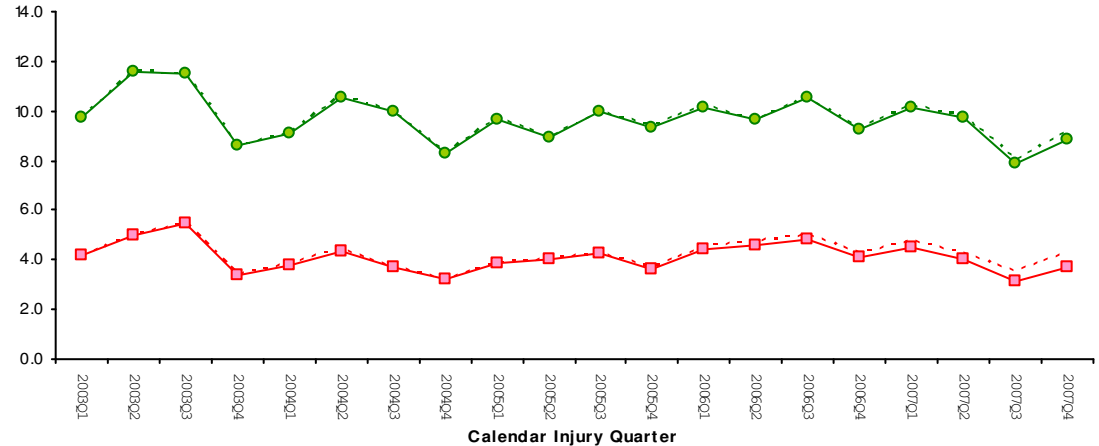
Worker Safety: Social and Health Services, Department of

Annual Claims Rate:

Annual claims rate is the number of accepted claims for every 200,000 hours of payroll

200,000 hours is roughly equivalent to the numbers of yearly payroll hours for 100 FTE

—●— claims rate
—■— compensable claims rate
- - - - - projected claims rate
- - - - - projected compensable claims rate

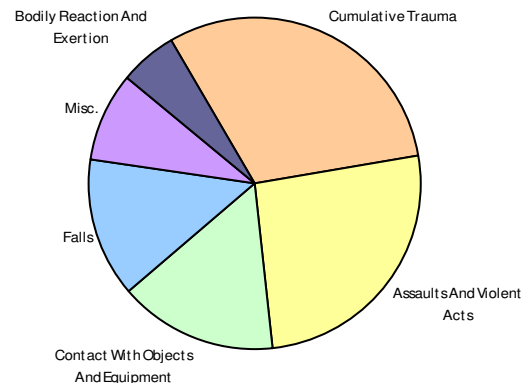


All rates as of 06-30-2008

Accepted Claims by Occupational Injury and Illness Classification System (OIICS) Event:

calendar year-quarter
2003Q1 through 2007Q4

(categories under 3%, or not adequately coded, are grouped into 'Misc.')



Cumulative Trauma Claims

Oiics Code	Oiics Description	Count
2	Bodily Reaction And Exertion	2290
9	Other Events Or Exposures	200
0	Contact With Objects And Equipment	6

Deploy Workforce

Outcomes

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on 'productive workplace' questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition outcomes

Worker Safety

Analysis:

- The claims line chart shows that DSHS has performed better than expected based on the L&I projections.
- The DSHS Worker Compensation Claims Experience Factor (calculated by L&I) decreased 5% which will result in a reduced premium rate for DSHS in calendar year 2009.
- The Pie Chart reflects the type of injury & illness claims. The highest two categories for DSHS are:
 - (1) Cumulative Trauma
 - (2) Assaults

Action Plan:

- Reduce Cumulative Trauma and Assault Claims by:
 - ✓Offering ergonomics evaluations/work station assessments.
 - ✓Offering ergonomics awareness training.
 - ✓Actively working with DSHS residential facilities to reduce assaults.
 - ✓Support and assess the promotion of de-escalation techniques in all the facilities through training, consultations, and Annual Loss Control Evaluations.
- Continue to provide safety and claims information to management and employees through:
 - ✓Monthly reports
 - ✓Safety newsletter
 - ✓Responding to requests for information
- Continue to provide guidance to all DSHS safety committees regarding effective workplace safety plans and activities.
- Continue to provide worksite safety training and awareness that includes ergonomics to staff and management.
- Continue to train supervisors and managers on the topics of:
 - ✓Conducting accident investigations
 - ✓Developing accident prevention strategies and measurements
 - ✓Early Return to Work for employees injured on the job

Department of Social and Health Services

Individual Development Plans

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

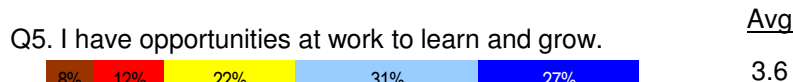
Employee survey ratings on “learning & development” questions

Competency gap analysis (TBD)

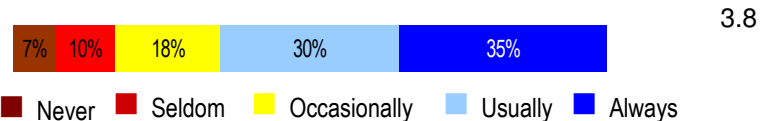
Percent employees with current performance expectations = 56.5%*

*Based on 9,391 of 16,624 employees that had evaluations due during the period of July 1, 2007 through June 30, 2008.
Applies to employees in permanent WMS and WGS positions.

Employee Survey “Learning & Development” Ratings



Q8. My supervisor gives me ongoing feedback that helps me improve my performance.



Overall average score for Learning & Development Ratings: 3.7

Footnotes:

- Number of Respondents: 73% Response Rate – based on FTEs
- All DSHS Employees – Unweighted
- Some questions may not total 100%, because the percentages do not include the percent of those who did not respond to the question.
- In addition to multiple choice questions, DSHS also offered two open-ended questions for employees to answer.
- The percentages used in the survey analysis is the total of “Always” and “Usually” only.
- The source document for the survey analysis is the Statistical Report provided by RDA.

Analysis and
Action Steps see
next page

Data as of June 30, 2008

Source: Internal Procedures and Survey - DSHS Employee Survey: November 2007

Individual Development Plans

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Employee survey ratings on "learning & development" questions

Competency gap analysis (TBD)

Analysis:

- This measure correlates to Phase 2 of the Performance Development Plan (PDP).
- The previously reported percentage of 90% (October 2007 GMAP) was 33.5% higher than this report. The decrease is partially due to a change in data source. The October 2007 GMAP report was based upon the one-time survey of information from the DSHS administrations. HRD has changed the reporting process so that each administration submits monthly data to HRD for input into HRMS.
- It is believed the actual percentage is higher for this measure but may not be reflected because administrations may not be reporting all PDP data to HRD for input into HRMS.
- Data gathered from all administrations revealed the following factors interfered with the timely completion of PDPs:
 - ✓ Vacations, extended sick leave, resignations, transfers, promotions of staff and supervisors.
 - ✓ Staff movement within institutions.
 - ✓ Lack of participation in PDP training by supervisors.
 - ✓ Other assignments considered to have a higher priority.
- 58% of respondents feel they have opportunities to learn and grow at work. This is an increase of 5% from the last reporting period.
- Some employees want to have more opportunities to approach their work creatively.

Action Steps:

- In the month of November, HRD will send a reminder memo to the administrations regarding the monthly submittal of PDP data to HRD for input into HRMS.
- A reminder of the necessity of administrations to submit monthly PDP data to HRD for input into HRMS will be a regular agenda item at the HR Advisory Committee meetings.
- DSHS will continue to offer PDP training for managers and supervisors which will include:
 - The importance of identifying performance expectations for new and current employees.
 - The purpose of expectations and how to write and communicate them.
 - Setting and adjusting timeframes to meet leave, turnover, and internal staff movement.
- Managers and supervisors are expected to identify development plans within each administration's established timeframe for all permanent employees upon hire.

Current Performance Evaluations

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Percent employees with current performance evaluations = 60.2%*

*Based on 9,704 of 16,131 reported employees who had evaluations due, July 1, 2007 through June 30, 2007.
Applies to employees in permanent WMS and WGS positions.

Analysis:

- This measure correlates to Phase 2, Part 5 of the Performance Development Plan (PDP).
- The previously reported percentage of 83.8% (October 2007 GMAP) was 23.6% higher than this report. The decrease is partially due to a change in data source. The October 2007 GMAP report was based upon the one-time survey of information from the DSHS administrations. HRD has changed the reporting process so that each administration submits monthly data to HRD for input into HRMS.
- It is believed the actual percentage is higher for this measure but may not be reflected because administrations may not be reporting all PDP data to HRD for input into HRMS.
- HRD conducted statewide training to managers and supervisors on successful completion and processing of the PDP.
- Data gathered from all administrations revealed the following factors interfered with completion of performance evaluations:
 - ✓ Vacations, extended sick leave, resignations, transfers, promotions of staff and supervisors.
 - ✓ Staff movement within institutions.
 - ✓ Lack of enrollment in PDP training by supervisors.
 - ✓ Other assignments considered to have a higher priority.

Action Steps:

- In the month of November, HRD will send a reminder memo to the administrations regarding the monthly submittal of PDP data to HRD for input into HRMS.
- A reminder of the necessity of administrations to submit monthly PDP data to HRD for input into HRMS will be a regular agenda item at the HR Advisory Committee meetings.
- DSHS will continue to offer PDP training for managers and supervisors which will include:
 - ✓ The importance of identifying performance expectations for new and current employees.
 - ✓ The purpose of expectations and how to write and communicate them.
 - ✓ Setting and adjusting timeframes to meet leave, turnover, and internal staff movement.
- Managers and supervisors are expected to provide performance evaluations within each administration's established timeframe for all permanent employees upon hire.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

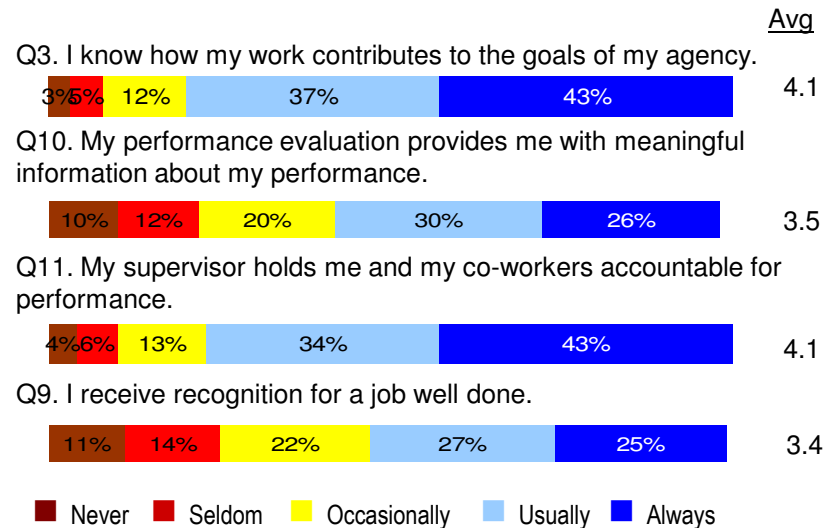
Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Employee Survey "Performance & Accountability" Ratings



Overall average score for "Performance & Accountability" ratings: 3.8

Footnotes:

- Number of Respondents: 73% Response Rate – based on FTEs
- All DSHS Employees – Unweighted
- Some questions may not total 100%, because the percentages do not include the percent of those who did not respond to the question.
- In addition to multiple choice questions, DSHS also offered two open-ended questions for employees to answer.
- The percentages used in the analysis is the total of "Always" and "Usually" only.
- The source document for the analysis is the Statistical Report provided by RDA.

Analysis:

- 77% of respondents indicate their supervisors hold them accountable for performance.
- Only 56% say their performance evaluation provides meaningful information about their performance.
- Employee comments suggest that their evaluations should be timely, relevant, candid, and can help them do a better job.
- In November 2007, HRD posted results from the survey regarding the nomination form for formal awards. As a result of the feedback, the Nomination Form was revised.
- The DSHS Secretary sent a kick-off letter to each employee on December 3, 2007, encouraging their participation in the recognition program.

Action Steps:

- In March 2008, each administration submitted to the Secretary an Employee Survey Action Plan to address the issues raised by their employees in the survey. In the month of November, each administration will provide the Secretary a report on the progress of their action plan.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Formal Disciplinary Actions

Disciplinary Action Taken

Time period = 07/2007 through 06/2008

Dismissals	29
Demotions	14
Suspensions	32
Reduction in Pay*	29
Total Disciplinary Actions*	104

* Reduction in Pay is not currently available in HRMS/BW

Issues Leading to Disciplinary Action

- 12 Ethics
- 3 Harassment
- 34 Inappropriate Behavior
- 10 Insubordination
- 22 Inappropriate Use of State Resources
- 40 Work Performance

Note: Of the 104 Disciplinary Actions taken, 19 actions were taken for multiple issues, 85 actions were based on a single issue.

Analysis:

- 72 of the 104 disciplinary actions during this time period were appealed through a grievance process.
- Disciplinary actions taken during this time period are subject to change based on settlement agreements and/or grievance decisions and appeals.

Action Steps:

- HRD staff will continue to train and educate staff on:
 - ✓ Just Cause discipline
 - ✓ Performance issues
 - ✓ Attendance issues
 - ✓ Arbitration decisions
 - ✓ Reasonable Accommodation
 - ✓ Performance Development Plan
 - ✓ Position Description Form
 - ✓ 3-Day Supervisor Training, which covers the hiring process, FMLA, Reasonable Accommodation, Master Agreements, and Managing Performance/Misconduct/Attendance through Just Cause

Department of Social and Health Services

Disciplinary Grievances and Appeals

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

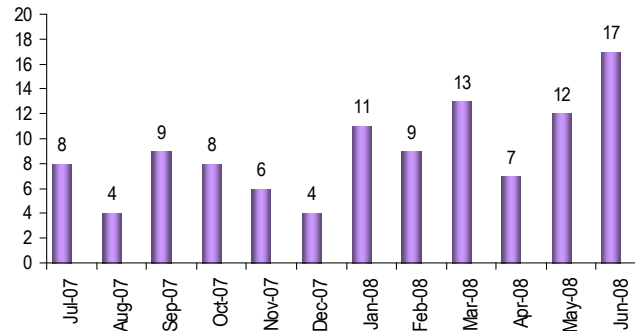
Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

**Disciplinary Grievances
(Represented Employees)**



Total # Disciplinary Grievances Filed: 108

**Disciplinary Appeals
(Non-Represented Employees
filed with Personnel Resources Board)**

Time Period = 07/2007 through 06/2008

- 4 Demotions
- 1 Suspension

5 Total Disciplinary Appeals Filed with PRB

DSHS Note: There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

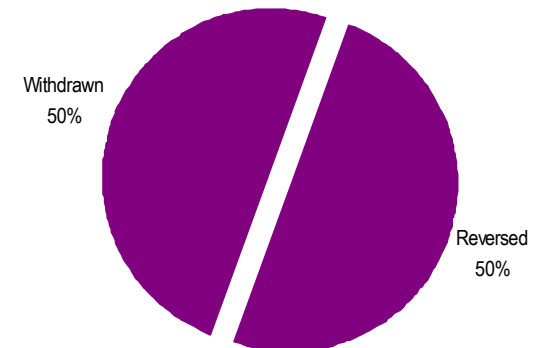
Disposition (Outcomes) of Disciplinary Grievances

Time period = 07/2007 through 06/2008

- 34 Pending
 - 46 Settled
 - 29 Withdrawn
-
- 109 Total

Disposition (Outcomes) of Disciplinary Appeals*

Time period = 07/2007 through 06/2008



This represents two actions.
*Outcomes issued by Personnel Resources Board

Data as of June 30, 2008
Source: Internal Resources

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

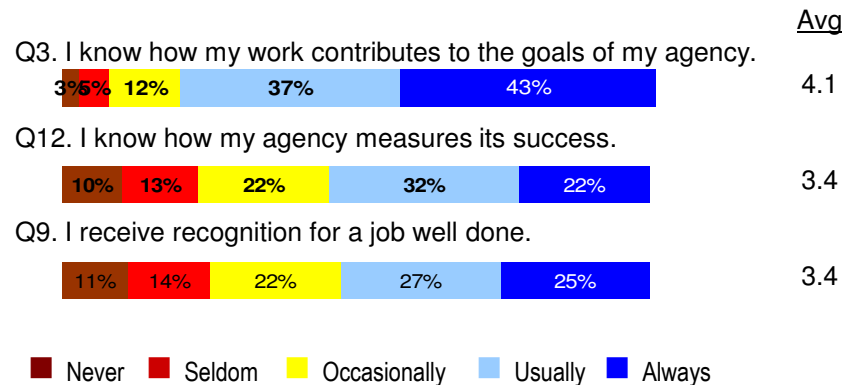
Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Employee Survey "Employee Commitment" Ratings



Overall average score for Employee Commitment ratings: 3.6

Footnotes:

- Number of Respondents: 73% Response Rate – based on FTEs
- All DSHS Employees – Unweighted
- Some questions may not total 100%, because the percentages do not include the percent of those who did not respond to the question.
- In addition to multiple choice questions, DSHS also offered two open-ended questions for employees to answer.
- The percentages used in the analysis is the total of "Always" and "Usually" only.
- The source document for the analysis is the Statistical Report provided by RDA.

Analysis:

- 80% of respondents say they know how their work contributes to the agency goals. This is a 2% increase over the April 2006 survey.
- 54% indicate that they know how the agency measures its success. This is a 4% increase over the previous survey.
- While some employees are proud of their contributions to agency goals, others feel their goals are hard to reach without sufficient resources.

Action Steps:

- In March 2008, the administrations submitted to the Secretary their Employee Survey Action Plan for review.
- In the month of November, each administration will provide the Secretary a report on the progress of their action plan.

Turnover Rates

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

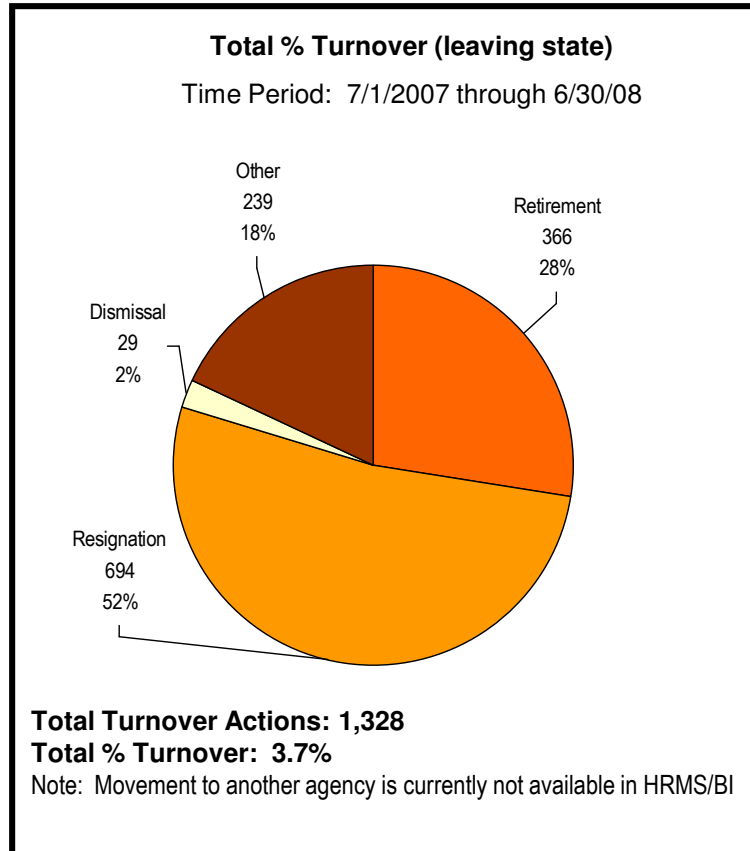
Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Employee survey ratings on "Supporting Diversity" questions



Note: Turnover statistics are limited to employees in permanent, probationary, or trial service status.

The category "Other" includes disability separations, separations during the probationary period, death, layoff, failure to comply with union shop requirement, reversion, and abandonment of position.

Data as of June 30, 2008
Source: Business Intelligence

Analysis and Action
Steps see next
page

Turnover Rates

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Employee survey ratings on "Supporting Diversity" questions

Analysis:

- Of the 1,328 employees who left DSHS between July 2007 through June 2008, 28% (366) retired and 52% (694) resigned.
- Over the next two years, approximately 3,634 employees are eligible to retire.
 - Even though 2,454 employees were eligible to retire during the period of July 1, 2007 to June 30, 2008, only 366 (15%) did so.
- Of the 3,634 employees who are eligible to retire within the next two years:
 - 1,141 are PERS Plan 1
 - 2,428 are PERS Plan 2
 - 59 are PERS Plan 3
 - 5 are TRS 1
 - 1 is TRS 2
- Although the Employee Exit Questionnaire is available on the HRD web page, DSHS is unable to determine the various reasons for resignation because so few employees have completed the voluntary form. During this 12 month reporting period, HRD only received 126 completed forms.

Action Steps:

- As stated in our 2009 – 2013 Strategic Plan, DSHS will continue to focus on recruiting efforts using careers.wa.gov to increase our effectiveness in hiring and retaining employees. The Employee History Form (EHF) will continue to be used to assist employees and outside job seekers.
- DSHS administrations are aware of the large number of employees eligible to retire in the next two years and have created succession plans. Administrations will coordinate with HRD Recruiters to begin building a candidate resource pool; particularly for the hard-to-recruit classifications.

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

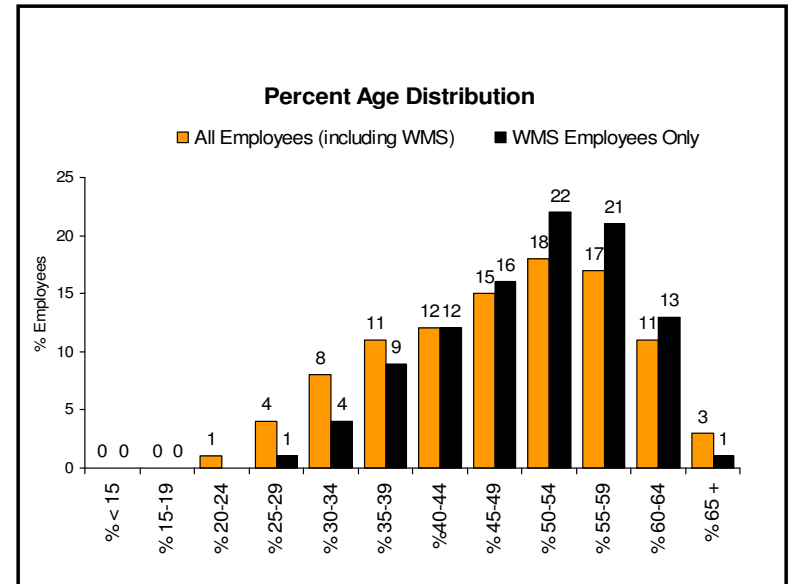
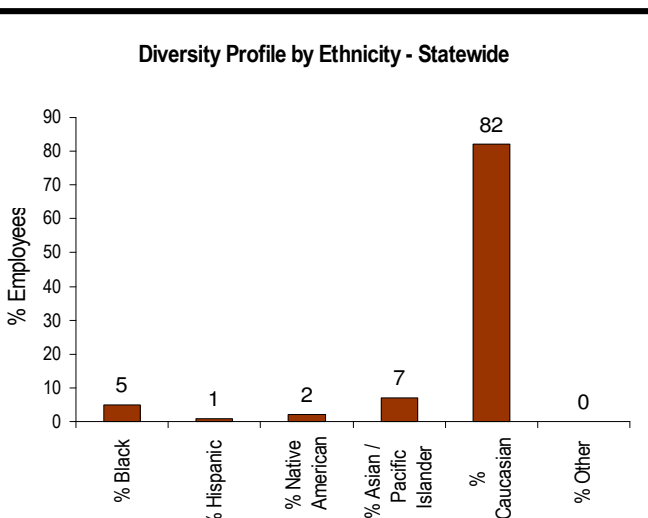
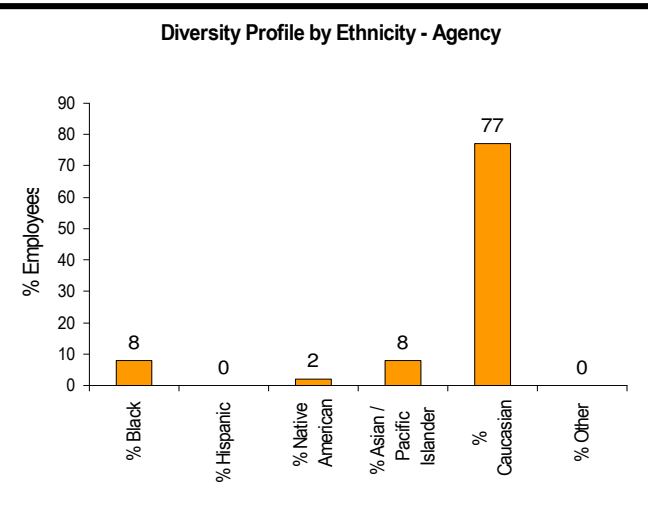
Workforce diversity profile

Retention measure (TBD)

Department of Social and Health Services

Workforce Diversity Profile

	Agency	State
Female	66%	53%
Disabled	5%	4%
Vietnam Vet	5%	6%
Disabled Vet	1%	2%
People of color	18%	15%
Persons over 40	76%	75%



Analysis and Action Steps see next page

Data as of June 30, 2008
Source: HRMS Business Intelligence

Workforce Diversity Profile

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Analysis:

- Data is based on 15,821 DSHS employees with permanent status.
- Overall the majority of the DSHS workforce is Caucasian, Female, and over the age of 40.
- The 2007-2009 DSHS Affirmative Action Plan created by the Diversity Affairs Office shows a variance in the data as compared to the Workforce Diversity Profile groups listed in this report.
- The Workforce Diversity Profile is a data source created by DOP from data retrieved from the HRMS Business Intelligence. This Profile does not provide enough detail to identify where under-representation exists within each Administration, Region, and Job Group.
 - Further, all Job Groups are combined and do not reflect a true picture of the gaps that exist between Skilled Craft workers and Executive Management.

Action Steps:

- Under-representation in Job Groups have been identified and addressed through DSHS' Affirmative Action Plan.
- Affirmative Action data will be provided to Administrations by the Diversity Affairs Office on a quarterly basis. Strategies for solutions on how to include under-represented group members will be developed as needed with administrators.
- Diversity Affairs Office will continue to identify barriers in Job Groups where under-representation exists.
- The approved Affirmative Action Plan has been presented to Executive and Extended Management Teams in each Administration.
- The agency-wide 2007-2011 Strategic Plan assessed the strengths, weaknesses, opportunities for improvement, and threats related to developing a diverse workforce.
- Effective July 15, 2007, all employment opportunities listed on the DSHS Employment website are also shared with diverse communities and populations throughout Washington State.

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Workforce Diversity Profile

Employee Survey "Support for a Diverse Workforce" Ratings

Employee Survey "Diversity" rating

Q13. My agency consistently demonstrates support for a diverse workforce.



■ Never/Almost Never ■ Seldom ■ Occasionally ■ Usually ■ Always/Almost Always

Avg

3.7

Overall average score for Agency "Support for a Diverse Workforce" : 3.7

Footnotes:

- Number of Respondents: 73% Response Rate – based on FTEs
- All DSHS Employees – Unweighted
- Total of some questions may not total 100%, because it does not include the percent of those who did not respond to the question.
- In addition to multiple choice questions, DSHS also offered two open-ended questions for employees to answer. Some analyses were based on responses to these open-ended questions.
- The percentages used in the analysis are based on the number of "Always" and "Usually" responses.
- Source of Analysis: Statistical report provided by RDA.

Analysis:

- 2007 is the first year this question was included in the survey.
- 62% of respondents say their agency consistently demonstrates support for a diverse workforce.
- This data was compiled by Research & Data Analysis and can be used as a baseline for future data comparison.

Action Steps:

- Diversity Affairs Office will review this data to determine its feasibility as a potential data source.
- If needed, Diversity Affairs Office will make strategy recommendations to each Assistant Secretary on ways to improve their "Diversity" rating.